

SSDC – Strategic Improvement and Development Plan (as at 31st August 2010)

Link From	Ref	Actions	Priority (L/M/H)	Responsibility	Target Date	Output	Outcome	Status	Link
C/F from previous plan	SIP1	Develop a county-wide housing strategy	M	Spatial Policy	June 2010 (Revised from May 2009)	Strategy developed by end May 2009 (subject to cooperation of partners agencies) Revised target June 2010.	Improved customer focus; Better standards that reflect users' expectations and feedback; Better access to specialist housing advice; Better understanding of VFM; Greater capacity to increase supply of affordable housing; More stable housing for vulnerable households.		Strategic Housing Improvement Plan and Service Plans.
Progress: Whilst the intention remains to produce a joint county-wide strategy, there is no certainty about when this can be achieved owing to a review of the function of the county-wide partnership. This action is subject to the cooperation of partner agencies.									
C/F from previous plan	SIP2	Revise the county-wide supporting people strategy	M	Spatial Policy	June 2010 (Revised from May 2009)	Strategy developed by May 2009 (subject to cooperation of partners agencies). Revised target June 2010.	Future provision of services better aligned.		Strategic Housing Improvement Plan and Service Plans.
Progress: SCC no longer has a supporting people strategy.									
C/F from previous plan	SIP3	Produce a register for potentially Violent Warning Markers and Dangerous Buildings	M	Legal & Corporate Services	Action Plan December 2007, Register June 2009	Action Plan signed off as complete by MB by end of Dec 07. Register completed by end of June 2009.	Better governance arrangements		Statement of Internal Controls 2007
Progress: Some initial user training has been conducted. The system is being refined by ICT as a consequence of user feedback. Revised system to be operational with effect from 1st December 2010.									
C/F from previous plan	SIP4	Continue to implement the agreed improvement plan following the Housing Inspection	H/M	Operations & Customer Focus	June 2010	Improvement Plan fully implemented. Revised target June 2010.	Improved customer focus; Better standards that reflect users' expectations and feedback; Better access to specialist housing advice; Better understanding of VFM:		Annual Audit and Inspection Letter March 2009

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							Greater capacity to increase supply of affordable housing; More stable housing for vulnerable households.		
Progress: Near completion (95%).									
Managing finances	UoR 2009-10 R1	Ensure there are clear links from charging policies to corporate policies, and that there is clear communication on how the Council's charges compare to those of other councils.	M	Financial & Corporate Services	31/03/2010	Ensure fees and charges register is more widely used and communicated. Communicate corporately more information on comparisons.	Greater transparency of fees and charges		MTFP
Progress: The fees and charges register is pending a review at Management Board. The Medium Term Financial Plan increases all non-government fees and charges by inflation as part of the MTF5 policy. Examples of benchmarking of fees carried out for car parking, pest control, disabled facility grants (Housing Standards) and street trading (Licensing)									
Managing finances	UoR 2009-10 R2	Continue to develop the use of sensitivity analysis in financial planning.	M	Financial & Corporate Services	28/02/2010	Will develop further for 2010/11 budget & MTFP	Greater transparency of financial risk		Service Plan
Progress: Further sensitivity analysis has been carried out for 2010/11 and includes information as to how/where the financial risks from that analysis have been managed.									
Managing finances	UoR 2009-10 R3	Complete equality impact assessments for all services and strategies and use the outcomes to inform service and financial planning.	M	Communities	30/12/2009 & Ongoing	Completion of 3 yearly schedule of Equality Impact Assessments for all services. New schedule of EIAs for services and key strategies/policies established. Outcomes monitored quarterly.	Equality & Diversity agenda fully mainstreamed into service and finance planning.		Service Plan
Progress: Equality Impact Assessments have been completed for services. Work is ongoing as part of the SES to ensure that all strategies are impact assessed and that there is evidence to show that the outcomes of the EIAs are embedded in service planning. All budget savings must assess the impact of equalities as part of the budget									

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		process. Equalities impact now forms part of every Executive report.							
Managing finances	UoR 2009-10 R4	Engage effectively with key partners in the financial planning process.	M	Financial & Corporate Services	31/10/2009	Ensure MTFS/MTFP is reviewed at earlier stage & partners are engaged	Key partners engaged in financial planning process		MTFS
Progress:	MTFP is being regularly discussed with larger town and parish councils. Currently reviewing how to engage hard to reach groups. Current difficulty is we don't yet know what our funding will be for next year.								
Managing finances	UoR 2009-10 R5	Continue to set and achieve challenging targets for collection and recovery of the key types of income and arrears.	H	Financial & Corporate Services	31/10/2010	Group to be set up September 09 to improve process & recovery corporately.	Improved collection process for collection and arrears.		Service Plan
Progress:	Post created within Revenues and Benefits to recover overpayments. Processes have been improved. The way that deposits are made for homelessness has changed to a bond scheme to ensure that less funding is paid that will need recovery in the future.								
Managing finances	UoR 2009-10 R6	The District Executive should self-assess its effectiveness in providing leadership on financial planning and financial management.	L	Financial & Corporate Services	<i>CURRENTLY POSTPONED</i> <i>(Original Target Date - 31/03/2010)</i>	Will review with executive for MTFS/MTFP process – March 2010	Greater self-awareness of leadership effectiveness.		Service Plan
Progress:	Currently researching how best to approach the self-assessment. MTFP process for 10/11 highly effective in finding the savings required where Portfolio Holders and officers worked together to find budget savings. Further work pending a review of Use of Resources.								
Managing finances	UoR 2009-10 R7	Ensure there are clear links from the Carbon Reduction Strategy to proposals to reduce carbon emissions in service plans.	H	Communities Economy Environment Financial & Corporate Services Health and Well-being Legal & Corporate Services	01/04/2009	The Climate Change Strategy is a key strategy and links are made to carbon reduction and climate change adaptation in Service Planning guidance, capital bid process, growth bids and District Executive Reports.	Carbon reduction and climate change adaptation are embedded within service plans and actions. Key decisions are made in full knowledge of carbon implications.		Service Plans

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Progress: Service plan updates for 10/11 being finalised. Impact assessment of recommendations now forms part of all executive reports.									
Managing finances	UoR 2009-10 R8	Use information from benchmarking exercises to inform budget setting and performance targets.	M	Financial & Corporate Services	30/11/2009 & Ongoing	Will continue to improve in this area. Some benchmarking is being done jointly with SPARSE.	Improved target setting		Service Plan
Progress: Complete and Ongoing - Lean has been utilised in the more comparatively expensive service areas e.g. Revenues and Benefits and Development Control so far. This is likely to achieve over £500k in savings. Benchmarking also forms part of each service plan. SPARSE comparisons now being used.									
Managing finances	UoR 2009-10 R9	Take effective action in service areas where performance and/or user satisfaction is relatively poor.	M	Communities Corporate Services Economy Environment Financial & Corporate Services Health and Well-being Legal & Corporate Services Operations & Customer Focus Place & Performance	Ongoing	Will continue to action with Assistant Directors	Strategic Housing Improvement Board set up following AC inspection. Improvements planned and made to service.		Strategic Housing Improvement Board
Progress: Complete and Ongoing Several areas reviewed this year including Benefits and S106's. Benefits performance has improved from 48 days in May 2009 to process a new claim to 18 days in July this year. For S106's, a new post has been created from some of the lean savings in Development Control to monitor and manage this. Software is now in place. Building Control and Engineering & Property Services are both going through the lean process, which will identify any waste and preventable demand within their processes and will propose revised work streams to achieve performance enhancements. Building Control is about to trial the new lean processes. As of 1st April 2010 all services within AD (Environment) are now monitoring their reviewed indicators and service standards in TEN. Also, Environmental Health participates in the NI 182 Business Satisfaction Surveys. Results of PIs and NI182 are reviewed and monitored at the AD management team meeting and team meetings.									
Managing finances	UoR 2009-10 R10	Continue to identify the savings needed to close budget gaps.	H	Financial & Corporate Services	Ongoing	This is reviewed regularly & MTFP updated	Clarity on what savings need to be achieved.		MTFP
Progress: Complete & Ongoing This has been monitored and amended as we have gone through the budget setting process. We have also done some scenario analysis of possible future government cuts in grants. We are working in partnership with East Devon District Council in providing joint savings.									
Managing finances	UoR 2009-10	Make greater use of cost analysis, such as unit costs.	M	Financial & Corporate Services	31/03/2011 & Ongoing	Improvements will be made during 2009/10 & 2010/11	Improved clarity on costings.		Service Plan

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	R11	in financial reports.							
Progress:	Example is the Review and Demonstration of Value for Money of the Homelessness Prevention Fund. There is also some detailed information on costs for members on the introduction of Sort It+.								
Managing finances	UoR 2009-10 R12	Consult regularly with report users on the frequency, timeliness and format of reports.	L	Financial & Corporate Services	30/06/10	Already done for 2009/10. Will consult again in 2010/11	Effective and appropriate budget reporting.		Service Plan
Progress:	Complete & Ongoing Budget monitoring report changed after consultation with managers. Currently working with procurement to provide improved reports on spend in the authority to assist with procurement decisions.								
Managing finances	UoR 2009-10 R13	Consult regularly with external stakeholders about what information they want to see in external reports.	M	Communities Economy Environment Financial & Corporate Services Health and Well-being Legal & Corporate Services	Ongoing	Will continue to do through panel and other methods	Published information appropriate to the audience.		Service Plan
Progress:	Complete & Ongoing Feedback is received regularly on SSDC's summary accounts. Audit Committee provide a check and also feedback is requested in the report sent to every household in South Somerset. Business satisfaction NI182 surveys include a question on satisfaction on written information received from the council on environmental health matters such as food safety, health and safety and environmental protection issues.								
Governing the business	UoR 2009-10 R14	Deliver the key objectives in the new procurement strategy.	H	Procurement & Risk Management	New Strategy 30/04/2010 Action Plan to be completed over a 3 year period	The key objectives in the new strategy have now been applied and completed. A new strategy has been produced for 2009 - 14 with a new action plan that will further embed procurement objectives. (Currently awaiting approval and adoption)	Cost effective procurement and compliance with legislation		Risk and Procurement Strategy
Progress:	Complete and ongoing. New strategy completed, action plan to be completed over a 3 year time period.								
Governing the business	UoR 2009-10 R15	Use information on public satisfaction with services, and how this varies	M	Communities Economy Environment Financial & Corporate Services Health and Well-being	Ongoing	Will continue to review through Management Board and the Performance Team	Satisfaction data to inform service delivery		Service Plans

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		across different groups, to support improvement.		Legal & Corporate Services					
Progress:	Complete & Ongoing. Customer satisfaction surveys carried out for Building Control, Handyman Scheme and Pest Control. Business satisfaction NI182 surveys carried out monthly over the last two financial years on target and has included an optional request on equalities. Food safety training has been run for ethnic minority groups including Chinese and Bengali communities.								
Governing the business	UoR 2009-10 R16	Build on progress already made in understanding how existing and potential future providers can respond to the Council's commissioning needs.	M	Procurement & Risk Management	01/05/2010	Develop further training and analysis via the procurement board. Use spend analysis to determine areas of potential commissioning needs	Improved commissioning of services		Risk and Procurement Strategy
Progress:									
Governing the business	UoR 2009-10 R17	Review the format of the central contracts database to see if additional data, such as insurance details, would support effective procurement.	L	Procurement & Risk Management	05/11/2009	A review of the central contracts database will take place in Nov, to see if this should be augmented with additional data	All information collected centrally to ensure available to support effective procurement.		Service Plan
Progress:									
Governing the business	UoR 2009-10 R18	Ensure that the Somerset information sharing protocol includes health partners and provides adequate focus on data quality.	L	Performance	31/03/2010 & Ongoing	Revised protocol in place and signed up by partners. Greater focus on Data Quality.	Improved joined up research intelligence shared across Somerset partners.		Service Plan

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Progress:	Terms of reference for SINE refreshed. Data Quality E-Learning module now available for all partners. SSDC PI inputters have all completed the data quality training course in June and July 2010. SINE to consider development of the protocol.								
Governing the business	UoR 2009-10 R19	Complete the action plan from last year's Data Quality report.	M	Legal & Corporate Services	31/03/2010	Outstanding actions to be reviewed and prioritised. Monitoring arrangements also to be established.	No outstanding actions, planned programme to comply.		Service Plans & DQ Action Plans
Progress:									
Governing the business	UoR 2009-10 R20	Strengthen the links between financial and performance reports.	M	Financial & Corporate Services Place & Performance	<i>CURRENTLY POSTPONED</i> <i>(Original Target Date - 31/03/2010)</i>	Performance information has already been included in the 2008/09 budget outturn report. Will explore how the new performance management system can facilitate this for future reports. PM reports to use CIPFA tools and other cost information.	Better understanding of costs and service provision.		AD Service Plans
Progress:	All UoR improvements will be reviewed in light of demise of the UoR inspection regime.								
Governing the business	UoR 2009-10 R21	Make greater use of quartile information in performance reports.	M	Performance	31/03/2010	Will be included in reports when available. Top quartile data has always been included in reports and analysed annually.	Improved comparative information.		Service Plan
Progress:	2008/09 quartile data published and used in the 2009/10 end of year report. We are awaiting national comparative data for 2009/10. BVPI data has always been included in reports and analysed annually. Comparative sickness data is now collected from Somerset LAs and the CIPFA family group.								
Governing the business	UoR 2009-10 R22	Ensure that the performance management process gives adequate consideration to the Council's performance across the full	M	Performance	Completed	TEN allows full transparency of performance across all NIs and retained BVPIs. All NIs reported to MB quarterly	Improved Performance Management		Service Plan

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		range of national indicators.							
Progress:	Completed								
Governing the business	UoR 2009-10 R23	Use the local Code of Governance actively to support improvements in governance arrangements.	M	Financial & Corporate Services	Completed	Already done through SWAP audits. Local code also updated August 2009.	Governance arrangements strengthened		Code of local Government
Progress:	Completed								
Governing the business	UoR 2009-10 R24	The Standards Committee should be proactive in promoting the ethical agenda.	M	Legal & Corporate Services	<i>CURRENTLY POSTPONED</i> <i>(Original Target Date - Phase 1 30/12/2009 and ongoing)</i>	The results of a recent Ethical Governance survey will feed into a Development Plan for this committee that will include details for further promoting the work of the committee	Public confidence is enhanced, less complaints made about the conduct of elected members.		Standards Committee Development Plan
Progress:	Uncertainty over the future of the standards regime has meant that the planned newsletter and area training workshops have had to be postponed until the picture becomes clearer. Members of the committee continue to attend meetings of town and parish councils to both observe, conduct and raise awareness of the role and work of the committee.								
Governing the business	UoR 2009-10 R25	Consider placing the registers of interests on-line.	M	Legal & Corporate Services	New set due 30/09/2010 (Old set target date 30/11/2009)	95% of members details to be available on-line.	Enhanced public access and transparency.		Standards Action Plan
Progress:	Other than 2 registers all other members have updated their entries. These will now be made available on-line, certain information (signatures) will be removed.								
Governing the business	UoR 2009-10 R26	Establish arrangements for monitoring standards of conduct when working in partnerships.	M	Third Sector & Partnerships	28/02/2011	Third Sector & Partnerships Manager to work with Legal Services Manager) to: Develop Code of Conduct for partnerships (Sept 2010); Develop minimum standards for governance	To ensure good governance and good value.		Use of Resources Action Plan 2009, VCS Strategy, Partnership Register

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						arrangements for all partnerships (April 2010); and Develop Partnership Assessment Framework (April 2010); and Ensure Partnership Register is maintained and reviewed on annual basis.			
Progress:	Partnership Register updated and published. Assessment template adopted by Scrutiny Committee. Scrutiny Task & Finish group established to assess and evaluate all partnerships - to be completed by February 2011.								
Governing the business	UoR 2009-10 R27	Review the format of the regular risk management reports to the Audit Committee to ensure they provide members with a clear summary of how the Council's major risks are being managed.	L	Procurement & Risk Management	Ongoing	Risk Management reports reviewed and updated.	Improved awareness of Risk across the Council		
Progress:	This was completed via a review of the risk register to the audit committee. Members are provided with a risk profile and the details on the controls and actions for each risk. Complete - AC requested two reports each year.								
Governing the business	UoR 2009-10 R28	Consider how the on-line risk management training module can be best used to support training for officers and councillors.	M	Procurement & Risk Management	Completed	Refresher training for staff and members	Risk Management strengthened across SSDC.		Service Plan
Progress:	The changes have been made to the risk awareness module and the test amended to reflect the District Council dimension. The new training and awareness module has been rolled out by way of a refresher.								
Governing the	UoR 2009-	Improve staff awareness of the	M	Legal & Corporate Services	30/12/2009 & Ongoing	This will be one of the first tasks to be undertaken by	Staff awareness raised and better understanding of		KLOE Actions

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business	10 R29	Council's anti-fraud and whistle blowing policies.				the new Fraud and Data Manager in collaboration with the HR Manager. Multi media approach to be adopted and two "events" per year. Policy to be added to policy Manager database so staff confirm awareness by June 2010, a reminder will also be posted on InSite later in the Autumn.	where policy fits in good corporate governance.		
Progress: Complete and Ongoing - Policies are widely available through InSite.									
Governing the business	UoR 2009-10 R30	Address the weaknesses in recruitment procedures identified by Internal Audit.	M	Human Resources	28/02/2010	All actions completed by end of February 2010.	Actions identified by audit being addressed		Audit Report
Progress: Complete									
Governing the business	UoR 2009-10 R31	Review resources available for anti-fraud work, particularly benefit fraud.	H	Legal & Corporate Services	31/03/2010 & Ongoing	The new post of Fraud & Data Manager will provide additional resource in this area and will be tasked to undertake a review of current arrangements and resources. Assessment of resource needs and costs for anti fraud work (inc Benefit Fraud) generally, in tandem with an assessment of resources available from joint working arrangements with East Devon DC - initial report December 2010.	More robust assessment of resource needs and costs.		KLOE Actions monitored by DA

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Progress:	Fraud Strategy will be considered by Council in October/November 2010. The action plan will then be incorporated within TEN to ensure actions are effectively managed. Training for staff and members planned for 2011.								
Workforce planning	UoR 2009-10 R32	Demonstrate improvement in recruiting to hard to fill areas.	L	Human Resources	N/A	This may be difficult to demonstrate in short / medium term because of recruitment freeze and downsizing. Therefore the timescale is dependant on factors outside of manager's control.	See comments.		Service Plan
Progress:	This is not an issue at South Somerset at the present time.								
Workforce planning	UoR 2009-10 R33	Include an analysis of staff satisfaction and morale in the workforce plan.	M	Human Resources	31/12/2009	Data already available will be included in Workforce Plan.	Staff satisfaction informs development of Workforce Plan.		Workforce Plan
Progress:	Completed								
Workforce planning	UoR 2009-10 R34	Monitor the effectiveness of the Talent Management policy.	M	Human Resources	30/06/2010	Devise scheme to monitor effectiveness and outcomes.	Scheme in place and monitored by end of June 2010.		Talent Management Policy
Progress:	Initial monitoring completed but is an ongoing action.								
Workforce planning	UoR 2009-10 R35	Collect and analyse staff satisfaction with "Sounding Board" and similar meetings.	M	Human Resources	Completed	Introduce collection of data and analyse. Communication survey completed November 2009 including data and analysis on staff satisfaction with Sounding Board and other communication methods.	Communication channel regularly reviewed for effectiveness and appropriateness.		Communication Strategy
Progress:	Will be reviewed annually.								
Workforce planning	UoR 2009-10 R36	Ensure appropriate equality details are included in people management	M	Human Resources	Completed	Data already being collected for age, ethnic origin, gender and disability.	Raises awareness of equality profile of staff employed by SSDC.		Equalities Strategy

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		records, such as those relating to capability, grievance and disciplinary cases.							
Progress: Completed									
Workforce planning	UoR 2009-10 R37	Ensure all councillors have personal development plans and complete appraisals.	M	Legal & Corporate Services	CURRENTLY POSTPONED <i>(Original Target Date - 30/12/2009)</i>	Currently there are personal development plans for members but no formal appraisal mechanism for all members. Introduce a new Members Development Plan by June 2010 - research best practice and trial with Members Development Group and existing members. There is a "member profile" that identifies what is expected from each member and it is intended that this could be the starting point for an appraisal process. A feasibility assessment of the way forward will be the first step.	60% of existing members to have completed Members Development Plans by end 2010. All members to have a Members Development Plan by the end of December 2011. Will do all the prep work ready for 2011 when election takes place as there may be new members.		Member Training & Development Policy
Progress: The whole approach to member development will be reviewed in light of the loss of the member development manager as from 31st December 2010 and other resource issues. At the moment whilst we will continue to explore suitable appraisal mechanisms, with elections due in May 2011 this is not being treated as a high priority.									

Strategic Improvement & Development Plan as at 31st August 2010

This report covers the 4 carried forward items from the previous SIDP plus the additional actions from the Use of Resources Action Plan 2009

Summary of progress against actions:

Link from:	Completed	In Progress - On Target	In Progress - Risk Of Missing Target	Behind Target	Future/ Postponed Action	Total
Carried forward from previous plan:	1	0	0	3	0	4
Managing Finances (UoR 2009):	10	1	0	1	1	13
Governing The Business (UoR 2009):	12	4	0	0	2	18
Workforce Planning (UoR 2009):	4	0	0	0	2	6
Total	27	5	0	4	5	41
Total Percentage	65.85%	12.20%	0.00%	9.76%	12.20%	100%

Scrutiny: 5th October 2010

(Exported from TEN 09/09/10)